



EXECUTIVE SUMMARY

2017 Executive Insights Forum

Before they became *target audiences*, *stakeholders*, and *populations*, they were—and remain—*people*. Men and women navigating a personal journey toward wellbeing. Patients. Families. Physicians. Nurses. Staff. Their experiences matter equally, and differ greatly. We help you see them as they are: real, live, actual people. This is more than data. It's **Human understanding**.

NRC Health held the second annual Executive Insights Forum in Denver, Colorado on May 16-18—an invitation-only event that convened healthcare executives and thought leaders to build community, spark dialogue, and highlight how NRC Health partners with leading organizations to improve the patient experience for each individual so that they feel connected and supported on their journey to wellbeing. It is our opportunity to define a new benchmark: n=1. Our mission is **Human understanding**.

We are grateful for the opportunity to partner with these leaders in our journey to Human Understanding. Together, we discussed the strategies and solutions that will propel us toward a brighter future and help us achieve the ultimate goal of elevating the delivery of care, safety, and wellbeing to the patients, families, and communities we serve.

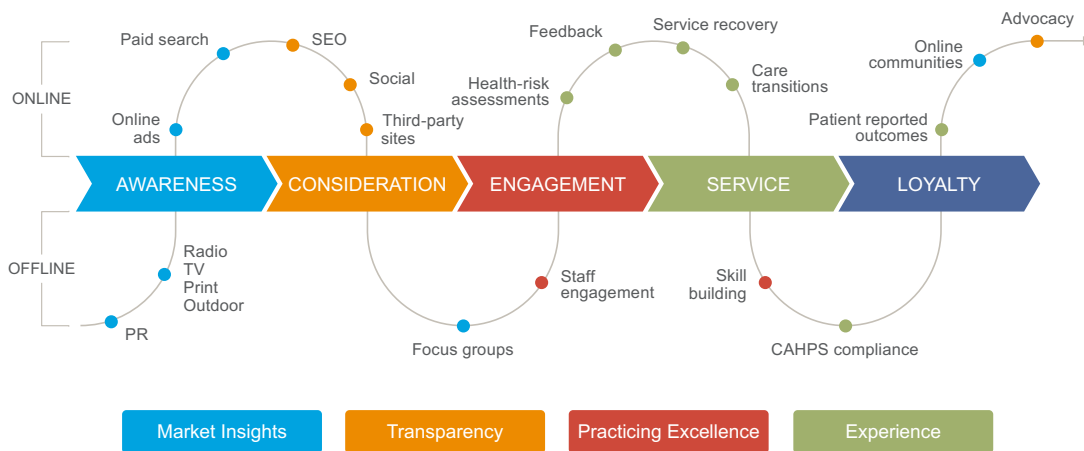
Program highlights

Delivering human understanding

NRC Health’s promise of Human Understanding has resonated with the healthcare community, and NRC Health President Steve Jackson’s session focused on strategies and tactics that organizations can undertake to pursue this vision. Steve laid the foundation by discussing the current state of healthcare, and made the compelling case that organizations must migrate toward consumer-centered relationships today or face the probable outcome of acquisition or failure.

Steve then shared a case example examining how consumers approach health and their care, and how providers can position themselves, both online and offline, to stay connected. He concluded by outlining a consumer-engagement framework that helps organizations think through every touchpoint on a patient’s journey. It is in this way that NRC Health is constantly working to design and evolve solutions to help organizations interact with consumers with more immediacy, clarity, and depth.

FIGURE 1: Consumer-Engagement Framework, Mapped to NRC Health Solutions



AWARENESS

Organizations must understand consumers' perceptions of their brand and offerings in their marketplace. This information is an essential input for organizational strategies to align service offerings with consumer expectations. Learn more about NRC Health's perspective [here](#).

CONSIDERATION

Once a consumer is in the selection process for a specific healthcare need, they expect transparency around their options: 77% of consumers trust online reviews as much as they trust personal recommendations. NRC Health's leading position in performance transparency makes it easy for our clients to deliver the visibility that patients demand regarding their selection of a facility or provider. Learn more about NRC Health's emphasis on transparency [here](#).

ENGAGEMENT

Consumer engagement is a core reason we [collect feedback](#) from those we serve. However, organizations must also focus on physician and staff engagement, and these needs are met by NRC Health's new partnership with Practicing Excellence, an on-demand physician skill-development offering that is receiving phenomenal feedback from our pilot clients.

SERVICE

Although most organizations have a long history of collecting feedback from patients, we all must constantly re-evaluate how we can improve visibility into the patient experience so that service optimization can happen more quickly and easily. NRC Health's [Real-time feedback solution](#) is a cornerstone to the path forward in this area.

LOYALTY

Only by placing the appropriate focus on each of these other elements can an organization expect to engender true loyalty from its consumers. Steve's presentation made the compelling case that loyalty will be the single most important metric for healthcare organizations in maintaining their leadership positions and remaining relevant.

Fireside chat with Dr. Mishra and Dr. Beeson

For this year's Fireside Chat, our attendees were joined by Dr. Sunita Mishra and Dr. Stephen Beeson. These doctors shared an insight into their journeys as healthcare leaders and innovators, including personal stories of the trials, tribulations, and understandings they experienced while driving the strategy, evaluation, and deployment of solutions that enhance care delivery and the experiences of all involved.

Key takeaways include:

- Clinicians desperately desire connectivity to their colleagues and patients, and require the tools and resources that make that connection easier to achieve
- Organizations must meet consumers where they are and provide services that extend far beyond the four walls of the traditional hospital
- Innovation is needed to succeed in healthcare today; however, organizations must adopt a thoughtful approach that celebrates both success and failure in order to see what "sticks"

Infusing humanity into the customer experience with Bruce Temkin

The next presentation shared powerful, out-of-industry insights from Bruce Temkin, whose deep expertise on customer experience was very relevant for the healthcare audience. In the model he discussed, there are three components to customer experience:

- **Success:** the degree to which customers can accomplish their goals
- **Effort:** the difficulty or ease customers experience in accomplishing their goals
- **Emotion:** how interactions make customers feel

While these components all make intuitive sense, Bruce revealed how under-emphasized the final element currently is in many industries, including healthcare. Eliciting powerful data and compelling examples, Bruce made it clear that an ability to focus on empathy and the emotional state of patients and customers will be a powerful differentiator for all healthcare organizations in the near future of consumerized healthcare. Bruce also shed light on the top four barriers that stand in the way of building organizational empathy, and offered strategies to mitigate those obstacles.

The curious case of the healthcare consumer

NRC Health's Corporate Director for Program Development, Ryan Donohue, shared the most recent NRC Health research on the healthcare consumer. These findings highlighted some meaningful gaps between consumer expectations and current perceptions of healthcare providers. Central themes built on the idea that consumers have high expectations for healthcare services relative to other industries, but are currently very

Looking ahead

Throughout the event, many opportunities for networking were available, and numerous topics were discussed among the leading organizations represented. Our goal is to keep all of our partners updated on healthcare questions, topics, and future thought-leadership efforts, and we encourage you to subscribe to the NRC Health Newsletter to stay on top of our latest thinking.

Continue the conversation at one of our upcoming events by visiting nrchealth.com/events

WHO WAS THERE?

Baylor Scott and White Health
Bellin Health
CarePoint Healthcare
Cedars-Sinai Medical Center
Children's Hospital Colorado
Cincinnati Children's Hospital Medical Center
Colorado Permanente Medical Group
Denver Health and Hospital Authority
Gundersen Health System
Hackensack Meridian
Hackensack Meridian Health
Indiana University Health
Inova Health System
Loma Linda University Health
Loma Linda University Medical Center
Providence Health and Services
SCL Health System
Sentara Medical Group
UC Health
University of Colorado Health
University of Colorado Hospital
University of Missouri Health Care

frustrated and confused with the experiences they're having with those services. As the consumer is the fastest-growing segment of payers in the healthcare industry, there's an imperative to hone in on their growing and changing expectations, and close the gap with the experiences we're providing today. This data will be explored more deeply in an upcoming NRC Health research report.

Partner showcase and idea exchange

The next session was designed to foster shared learning and promote idea exchanges. In a TED Talk-style forum, NRC Health's partners highlighted specific initiatives and interventions that helped propel their organizations toward the goal of human understanding. This year's presentations included:

- **MU Health:** Kevin Gwin, Chief Experience Officer—Loyalty can be approached scientifically, and data, especially the Net Promoter Score, is the first and most important ingredient in the recipe for driving loyalty behavior in patients.
- **Sentara Healthcare:** Mary Sue Easmeil, Director, Patient Experience—With a new goal for physicians to “Get Better, Feel Better, Lead Better,” Sentara implemented an evidence-based, relevant, and timely skill-building program derived from Practicing Excellence. Physicians in the program experienced improvement in their survey results and self-reported wellbeing, and even emerged into new leadership roles to champion the program.
- **Inova Health System:** Rob Birgfeld, AVP Chief Digital Marketing Officer—Fully embracing transparency is key to “delivering a consumer-centric digital experience consistent with Inova's goal to be a global leader in personalized health.”
- **SCL Health System:** John Berg, Vice President, Marketing—Branding is very hard but very important, and brand research is essential to setting the correct course. It is far more likely that consumers will see, recognize, recall, and value one brand that they will develop this kind of loyalty for multiple brands.

The next epidemic—creating infectious learning everywhere

The final presentation was from Larry McEvoy, MD, Chief of Strategy and Innovation at Practicing Excellence. This thought-provoking session challenged attendees to look at change efforts within their organizations differently. To enable real change to take place, we must think of the desired change as an epidemic that we want to take hold, and must be realistic about creating the circumstances that will allow this “infectious change” to spread. Larry included a memorable quote from Dee Hock, Chairman Emeritus of VISA, that reminded attendees to have faith in the purpose and capabilities of those in their organizations: “Simple, clear purpose and principles give rise to complex, intelligent behavior. Complex rules and regulations give rise to simple, stupid behavior.”